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07-7

MIDCAREER COURSE



OCTOBER 7 - NOVEMBER 15, 1963

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CHAIRMAN

25X1A9a



ASSISTANT CHAIRMEN

25X1A9a



ADMINISTRATIVE SUPPORT

25X1A9a



COURSE ASSISTANT

25X1A9a



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Midcareer Course No. 1

7 October - 15 November

- Part I. A. The Agency
 (5 1/2 days)
- B. Management
 (6 1/2 days)



25X1A6a

- Part II. The Government
 (10 days) at the Brookings Institution

- Part III. World Affairs
 (9 days) at the Broyhill Building

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Foreword

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of the Agency, of the Government, and of international affairs.

The six-week Course is divided into three major segments. During the first two weeks the participants will study the work of the various components of the Agency and the inherent problems of management.

During the third and fourth weeks the scope of the Course will widen to include study and discussion of the Government in its national setting, emphasizing the making of policy, public and legislative pressures on the policy makers, the handling and allocation of the Government's money, and other major aspects, both theoretical and practical, of the development and direction of national power.

In the last two weeks, prominent authorities and public figures will express their views and lead discussions with the participants on such major issues as the formulation of strategy, developments in space technology, conflicts in the Communist Bloc, the movement

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toward European union, and other important trends in world affairs.

The Course has been designed specifically for those selected for Midcareer Training. They may also be enrolled in other courses, internal or external, which will increase their value to their Directorates. The combination of the Midcareer Course and other selected courses will constitute each officer's Midcareer Program.

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Midcareer Course No. 1

Introduction to the Course

Thursday, 3 October

In the Headquarters Auditorium

0945 Assembly of Midcareer
0955 Participants and Guests


1000 Opening Address
1030

John A. McCone
Director of Central
Intelligence

1030 The Philosophy of
1050 Midcareer Training

Matthew Baird
Director of Training

1100 Introduction
1120 to the Course


Chief, Plans and
Policy Staff, Office
of Training

25X1A9a

1120 Administrative Briefing
1230



25X1A6a

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Sunday, 6 October

1445 Convene at Airport

25X1A 25X1A6a

1500 Depart [REDACTED]
[REDACTED]

25X1A 25X1A2d1

1600 Arrive [REDACTED]
[REDACTED]

25X1A2d1

1630 Convene [REDACTED]

1645 Welcoming Talk
1700

[REDACTED] 25X1A9a
[REDACTED] 25X1A6a
[REDACTED] 25X1A9a

1700 Free Hour

1800 Dinner

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Midcareer Course No. 1

Part I. Section A

**The Agency: Organization, Problems,
Relationships, and Developments**

Monday, 7 October

0830 THE AGENCY, 1964-1969 Lyman Kirkpatrick
1000 Executive Director

A projection of Agency
problems and develop-
ments over the next
five years.

1015 THE PRODUCTION OF Sherman Kent
1130 NATIONAL INTELLIGENCE Assistant Director for
ESTIMATES National Estimates

What National Intelli-
gence Estimates are;
the kinds of problems
they deal with; how they
are drafted, coordinated,
and cleared; their role
in policy formulation.

1215 Lunch
1315

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1330	THE NATIONAL	[REDACTED]	25X1A9a
1445	SECURITY STRUCTURE	Special Assistant to Deputy Director (In- telligence)	
	Changing methods of the policy makers and the impact of these changes on the Intelli- gence Community.		
1500	THE U.S. INTELLIGENCE	Lyman Kirkpatrick	
1630	COMMUNITY		
	The components of the Intelligence Community. Cooperation and conflict. The emerging role of DIA and its relations with CIA. The role of the Di- rector of Central Intelli- gence.		
1630	Reception for		
1730	Mr. Kirkpatrick		
1800	Dinner		
1900			
1930	SEMINAR ON THE	Lyman Kirkpatrick	
2130	RELATIONSHIP OF	[REDACTED]	25X1A9a
	INTELLIGENCE TO POLICY		

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Tuesday, 8 October

0830
0945

CIA FIELD STATIONS


Chief, Far East Division

25X1A9a

CIA's overseas organization. The role of the Station Chief: relations with other U.S. Government representatives; relations with liaison contacts; the management of stations; the direction of operations; over-all intelligence and estimative reporting.

1000
1130

THE CLANDESTINE SERVICES

Richard Helms
Deputy Director
(Plans)

The Clandestine Services as an instrument of U.S. policy. The coordination of major actions and the obtaining of policy decisions from the Department, the Special Group, and the White House.

1215
1315

Lunch

1330 THE RELATION OF
1445 INTELLIGENCE TO
THE FORMULATION OF
GOVERNMENT POLICY

Ray S. Cline
Deputy Director (In-
telligence)

The function of the Intel-
ligence Directorate. In-
telligence support to policy
making. CIA's contribu-
tion to the Intelligence
Community.

1500 SEMINAR ON
CURRENT PROBLEMS
IN COLLECTION, ACTION,
AND ANALYSIS

Ray S. Cline,
Presiding

25X1A9a

Deputy
Chief, Africa Division

25X1A9a

1630 Free Hour
1730

1800 Dinner
1900

1930 SEMINAR ON COUNTRY
2130 TEAM RELATIONSHIPS

Ray S. Cline,
Presiding

25X1A9a

25X1A9a

Training Staff Officers:

25X1A9a

25X1A14a

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25X1A14a

1330
1500



25X1A9a

1515
1630

THE DEFENSE
INTELLIGENCE AGENCY

Lt. General Joseph F.
Carroll, Director, DIA

The origin, mission,
and development of DIA.
DIA relationships in the
Intelligence Community.
Overseas organization.
Coordination of clandes-
tine intelligence collec-
tion.

1630
1730

Reception for
General Carroll

1800
1900

Dinner

1930
2130

Film

Thursday , 10 October

0830
1000

MAJOR
COUNTERINTELLIGENCE
PROBLEMS

James Angleton
Chief, Counterintelli-
gence Staff

Internal security from
the Federal interest
standpoint. Protection
of CIA operations. So-
viet intelligence. Coor-
dinated effort within the
Intelligence Community.

1010
1200

THE ROLE OF SCIENCE
AND TECHNOLOGY IN
CIA

Albert D. Wheelon
Deputy Director
(Science and Tech-
nology)

New techniques in intel-
ligence collection. Elec-
tronic Intelligence (ELINT)
and its significance.

1215
1315

Lunch

1330	THE ROLE OF SCIENCE	Albert D. Wheelon
1500	AND TECHNOLOGY IN CIA (Continued)	
1515	DEVELOPMENTS IN	Arthur Lundahl
1615	PHOTOGRAPHIC INTELLIGENCE	Director, National Photographic Inter- pretation Center.
	The capabilities of Photographic Intelli- gence, evaluation of photo quality, organiza- tion and functions of NPIC.	
1630	Reception for Mr. Dulles	
1730		
1800	Dinner	
1900		
1930	SEMINAR: THE	Allen W. Dulles
2130	INTELLIGENCE OFFICER	Matthew Baird, Presiding James Angleton Albert Wheelon Arthur Lundahl Other Officers

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Friday , 11 October

0900	THE IMPACT OF	Joseph Becker
1015	AUTOMATIC DATA	Assistant Director
	PROCESSING ON	for Computer Services
	AGENCY ACTIVITIES	

Recent automatic data processing developments in the Agency and a look at its future support of DDS, DDI, DDP, and DDS&T activities.

1030	CURRENT DEVELOPMENTS	Paul Borel, Assistant
1130	IN INTELLIGENCE	Director for Central
	RESEARCH AND	Reference
	REFERENCE FACILITIES	

The central reference function in supporting intelligence and operational activities of CIA. OCR relationships with the Intelligence Community. New developments in the processing, storage, and retrieval of intelligence.


Executive Assistant
to AD/CR

25X1A9a

1215	Lunch
1315	

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1330	ADMINISTRATIVE	L. K. White
1430	RELATIONS WITH	Deputy Director
	OTHER FEDERAL	(Support)
	AGENCIES	

The roles other agencies perform in support of CIA's mission, other influences they can exert for or against operations, and limitations imposed by cover entities.

ADMINISTERING THE AGENCY'S RESOURCES:
MEN, MONEY, LOGISTICS AND
COMMUNICATIONS

1445	INTRODUCTION	L. K. White
1455		

1455	COMPTROLLER	John A. Bross
1630	Agency funding mechanism.	Comptroller
	Budget, disbursement, accounting.	

1630	Free Time
1730	

1800	Dinner
1900	

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1930	THE PERSONNEL		25X1A9a
2015	PICTURE IN CIA	Chief, Personnel Operations Division, Office of Personnel	
	a. Staffing require- ments		
	b. Benefits and ser- vices		
	c. The outlook for the future		

2015	HEALTH CONSIDERATIONS	Dr. John R. Tietjen	
2045	IN AN UNUSUAL WORK	Chief, Medical Staff	
	ENVIRONMENT		


2045	LOGISTICAL SUPPORT		25X1A9a
2130	OF OPERATIONS	Chief, Planning Staff, Office of Logistics	
	Agency assets and capability		

Saturday, 12 October

0830 SECURITY - A PRIMARY
0915 CONSIDERATION IN
ACCOMPLISHING THE
MISSION OF CIA

Robert L. Bannerman
Director of Security

0915 TECHNICAL
1000 COMMUNICATIONS
DEVELOPMENTS

 5X1A9a
Director of Communi-
cations

1010 PANEL DISCUSSION OF
1130 QUESTIONS SUBMITTED
BY STUDENTS

1130 CRITIQUE OF PART I,
1200 SECTION A

 25X1A9a

1215 Lunch
1315

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Preparatory Reading

PART I. SECTION A

Collection at Small Posts, FI Publication No. 1, 1 August 1960 (SECRET)

25X1A

Dulles, Allen W.,

"The Craft of Intelligence," reprinted from the 1963 Britannica Book of the Year

"A Fresh Look at Collection Requirements," Studies in Intelligence, Vol. 4, No. 4 (SECRET)

25X1A

Jernegan, John D.,

"The Ambassador and the Country Team," Department of State News Letter, July 1963

"Priority National Intelligence Objectives," Studies in Intelligence, Vol. 5, No. 2 (SECRET)

The National Security Act of 1947, Public Law 253

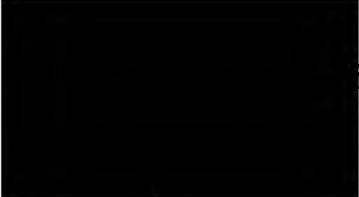
United States Intelligence Board Minutes, 28 August 1963, Attachment A., "Priority National Intelligence Objectives" (SECRET)

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Thursday, 17 October

0830 MANAGEMENT GAME  25X1A9a
1130

1215 Lunch
1315

1330 SOME UNIVERSALS
1520 OF ADMINISTRATION  5X1A5a1

 Consideration of funda-
 mental issues and solu-
 tions.

1530 SELECTED SHORT FILMS
1630 ON MANAGEMENT

1630 Free Hour
1730

1800 Dinner
1900

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25X1A2d2

1330
1430

"PROJECT [REDACTED] [REDACTED]

25X1A9a

Case history showing various conflicts; headquarters/field; operations/support; line/staff; formal organization/informal; etc.

1445
1630

AGENCY
MANAGEMENT

Lyman Kirkpatrick

Identification of problems, and prospects of solution; Agency management policy and philosophy; question period.

1630
1730

Free Hour

1800
1900

Dinner

1930
2030

Film or seminar
(to be announced)

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Wednesday, 16 October

0830 PEOPLE VS. [REDACTED] 25X1A9a
0930 ORGANIZATIONS

Conflicts between individual needs and organizational needs; bureaucracy; specific Agency problems.

25X1A2d2

0945 [REDACTED]
1130 [REDACTED]

25X1A9a

Case history of conflict among branch chiefs within a division.

1215 Lunch
1315

1330 MOTIVATION
1430 OF WORKERS



25X1A9a

The various levels of individual needs; work incentives and satisfactions; morale and effectiveness.

1445 "NATIONAL
1630 DEVELOPMENT AGENCY"




25X1A9a

Case history involving problems of authority, formal structure, personal power, use of funds, and the role of the brilliant non-conformist.

1630 Free Hour
1730

1800 Dinner
1900

1930 Group study of
2030  Case

25X1A2d2

Tuesday, 15 October

0830	MANAGERIAL		
0930	RESPONSIBILITY FOR PEOPLE		25X1A9a
	The role of the individual in the training, development and appraisal of subordinates; fitness reports.		
0945	"THE DEPARTMENT		25X1A9a
1030	MANAGER"		
	Filmed case showing problems of a specialist when promoted to a managerial position.		
1040	MANAGERIAL		
1130	RESPONSIBILITY FOR FUNDS	Office of the Comptroller	25X1A
	The role of the individual in the management of money.		
1215	Lunch		
1315			

1330 "PATTERNS"
1430

Film dramatizing problems of leadership, human relations at the executive level.

25X1A9a

1445 LEADERS
1630 AND LEADERSHIP

The nature of leadership, and its relation to administrative behavior.

Dr. Carroll L. Shartle,
Chief of Behavioral
Science, Office of the
Director of Defense
Research and Engineering,
Department of Defense

1630 Free Hour
1730

1800 Dinner
1900

1930 Individual study of the
2030 "National Development
Agency" Case

Monday, 14 October

0830 "STAFF MEETING
0920 AT MAGNA"

Simple Introductory case
involving communication,
leadership, authority,
perception, human rela-
tions.

0930 INFORMAL
1020 ORGANIZATION

Behavior of unofficial
groups and cliques with-
in a formal organization.

1035 "CONFERENCE ON THE
19TH GREEN"

A case history raising
questions about the chain
of command, informal
relationships, authority,
leadership and communi-
cation.

1215 Lunch
1315




25X1A9a

1630 Free Hour
1730

1800 Dinner
1900

1930 "TWELVE O'CLOCK HIGH"
2130
Film in a military setting,
raising many issues re-
garding leadership styles,
command and personal re-
lationships, accomplish-
ment of objectives, moti-
vation, etc.

Sunday, 13 October

0900	Church, Sports, or		
1200	Reading		
1215	Lunch		
1315			
1330	PERCEPTION		25X1A
1430	Film followed by discussion to demonstrate how people will interpret the same set of facts in different ways.		
1440	COMMUNICATION		25X1A
1520	Film and lecture pointing up the difficulties of conveying meaning from one person to another or from one group to another.	Instructor, Management Training Faculty, OTR	
1530	"COMMUNICATION		25X1A
1630	EXERCISE"		
	Exercise wherein the students, divided into small groups, attempt to accomplish a simple task under certain communication restraints.		

Saturday, 12 October

1330	INTRODUCTION TO	L. K. White	
1500	MANAGEMENT SECTION		
1515	REVIEW OF BASIC		
1630	MANAGEMENT CONCEPTS	Chief, Management Training Faculty, Office of Training	25X1A9a
1630	Free Hour		
1730			
1800	Dinner		
1900			
1930	"TWELVE ANGRY MEN"		
2130	Film showing interac- tion of people in a small group; leadership, group dynamics		

Part I. Section B

Management

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Supplementary Reading

PART I. SECTION A

- De Gramont, Sanche - The Secret War, New York, G.P. Putnam's Sons, 1962
- Dulles, Allen W. - The Craft of Intelligence, New York, Harper and Row, 1963
- Felix, Christopher - A Short Course in the Secret War, New York, E.P. Dutton & Co., 1963
- Hyde, H. Montgomery - Room 3603, New York, Farrar, Straus & Co., 1963
- Ransom, Harry Howe - Central Intelligence and National Security, Cambridge, Mass.,
Harvard University Press, 1958
- Rostow, W. W. - The Stages of Economic Growth, Cambridge, Cambridge University Press,
1960
- Defense Intelligence Agency: Organization and Functions, C-9812/C (CONFIDENTIAL)

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Friday, 18 October

0830	ANALYSIS OF		25X1A9a
1130	MANAGEMENT GAME		
1215	Lunch		
1315			
1330	DEVELOPING EXECUTIVE	John W. Macy, Jr.	
1430	POTENTIAL IN THE	Chairman, U. S.	
	THE FEDERAL SERVICE	Civil Service Com-	
		mission	
	Problems of recruiting,		
	developing and training		
	personnel for manage-		
	rial positions in the Fed-		
	eral Service. Competi-		
	tion with private industry		
	for managerial talent.		
	Ways and means of fos-		
	tering career develop-		
	ment in Government.		
1500	Concluding Remarks		
1530	and Administrative		
	Check-Out		
1630	Depart for Washington		

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Preparatory Reading

PART I. SECTION B

Katz, Robert L.

"Skills of an Effective Administrator," Harvard Business Review, January-February 1955

Uris, Auren

"What you Can Do About Your Problem People," Factory Management and Maintenance,
October 1958

Mayfield, Harold

"In Defense of Performance Appraisal," Harvard Business Review, March-April 1960

Purcell, Theodore V.

"Observing People," Harvard Business Review, March-April 1955

Roethlisberger, F.J.

"The Administrator's Skill: Communication," Harvard Business Review, November-
December 1953

Nichols, Ralph G. and Leonard A. Stevens

"Listening to People," Harvard Business Review, September-October 1957

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Rogers, Carl R., and F.J. Roethlisberger

"Barriers and Gateways to Communication," Harvard Business Review, July-August 1952

Zaleznik, Abraham

"The Human Dilemmas of Leadership," Harvard Business Review, July-August 1963

Tannenbaum, Robert and Warren H. Schmidt

"How to Choose a Leadership Pattern," Harvard Business Review, March-April 1958

Schoen, Donald R.

"Human Relations: Boom or Bogle?", Harvard Business Review, November-December 1957

Lawrence, Paul R.

"How to Deal with Resistance to Change," Harvard Business Review, May-June 1954

McGregor, Douglas M.

"The Human Side of Enterprise," An address before the Fifth Anniversary Convocation of the M. I. T. School of Industrial Management

Katz, Robert L.

"Toward a More Effective Enterprise," Harvard Business Review, September-October 1960

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Supplementary Reading

PART I. SECTION B

1. CLASSICS

Barnard, Chester - The Functions of the Executive Cambridge, Mass., Harvard, 1960

Metcalf, Henry and Urwick, L. - Dynamic Administration New York, Harper, No Date

Roethlisberger, Fritz and Dickson, William - Management and the Worker Cambridge, Mass., Harvard, 1950

2. TEXTBOOKS

Brown, Milon - Effective Work Management New York, MacMillan, 1960

Koontz, Harold and O'Donnell, Cyril - Principles of Management New York, McGraw-Hill, 1955

Terry, George - Principles of Management Homewood, Illinois, Irwin, 1960

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3. PEOPLE VS. ORGANIZATIONS

Argyris, Chris - Personality and Organization New York, Harper, 1957

Dalton, Melville - Men Who Manage New York, Wiley, 1959

March, James and Simon, Herbert - Organizations New York, Wiley, 1958

Packard, Vance - The Pyramid Climbers New York, McGraw-Hill, 1962

Pfiffner, John and Sherwood, Frank - Administrative Organization New York, Prentice-Hall, 1960

Presthus, Robert - The Organizational Society: An Analysis and a Theory New York, Knopf, 1962

Thompson, Victor - Modern Organization New York, Knopf, 1961

4. SUPERVISION

Brown, Milon - Effective Supervision New York, MacMillan, 1956

Heyel, Carl - Management for Modern Supervisors New York, AMA, 1962

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Niles, Mary - Middle Management New York, Harper, 1949

Sherwood, Frank, and Best, Wallace - Supervisory Methods in Municipal Administration
Chicago, The International City Managers Association, 1958

Uris, Auren and Shapin, Betty - Working with People New York, MacMillan, 1955

VanDersal, William - The Successful Supervisor in Government and Business New York,
Harper, 1962 ■

5. LEADERSHIP

Andrews, Richard - Leadership and Supervision Washington, Civil Service Publication, 1955

Bass, Bernard - Leadership, Psychology, and Organizational Behavior New York, Harper, 1960

Gouldner, Alvin (Editor) - Studies in Leadership New York, Harper, 1950

Learned, Edmund; Ulrich, David; and Booz, Donald - Executive Action Cambridge, Mass.,
Harvard, 1951

Likert, Rensis - New Patterns of Management New York, McGraw-Hill, 1961

Likert, Rensis and Hayes, Samuel - Some Applications of Behavioral Research Paris, UNESCO, 1957

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Tannenbaum, Robert; Weschler, Irving; and Massarik, Fred - Leadership and Organization
New York, McGraw-Hill, 1961

Uris, Auren - How to Be a Successful Leader New York, McGraw-Hill, 1953

6. HUMAN RELATIONS

Bursk, Edward - Human Relations for Management New York, Harper, 1956

Davis, Keith - Human Relations in Business New York, McGraw-Hill, 1957

Heckmann, I. L. and Huneryager, S. G. - Human Relations in Management Cincinnati, Ohio,
Southwestern Publishing Co., 1960

Hoslett, Schuyler (Editor) - Human Factors in Management New York, Harper, 1951

McGregor, Douglas - The Human Side of Enterprise New York, McGraw-Hill, 1960

Scott, William - Human Relations in Management Homewood, Illinois, Irwin, 1962

7. MANAGEMENT PSYCHOLOGY

Gellermen, Saul - People, Problems and Profits New York, McGraw-Hill, 1960

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Haire, Mason - Psychology and Management, New York, McGraw-Hill, 1956

Leavitt, Harold - Managerial Psychology Chicago, Univ. of Chicago, 1958

8. MOTIVATION ■

Maslow, A. H. - Motivation and Personality New York, Harper, 1954

Zaleznik, A.; Christensen, C.R.; Roethlisberger, F.J. - The Motivation, Productivity, and Satisfaction of Workers Cambridge, Mass., Harvard, 1958

9. SMALL GROUP BEHAVIOR

Cartwright, Dorwin and Zander, Alvin - Group Dynamics Evanston, Illinois, Row, Peterson, and Co., 1953

Homans, George - The Human Group New York, Harcourt-Brace, 1950

10. PERSONNEL MANAGEMENT

Pigors, Paul; Myers, Charles; and Malm, F. T. - Readings in Personnel Administration New York, McGraw-Hill, 1959

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Wolf, William - The Management of Personnel Belmont, Calif., Wadsworth, 1961

11. THE MANAGEMENT PROFESSION

Uris, Auren - The Management Makers New York, MacMillan, 1962

12. CASE BOOKS AND CASE METHOD

Andrews, Kenneth (Editor) - The Case Method of Teaching Human Relations and Administration
Cambridge, Mass., Harvard, 1953

Corsini, Raymond; Shaw, Malcom; Blake, Robert - Role Playing in Business and Industry New
York, Free Press of Glencoe, 1961

Lawrence, Paul; Bailey, Joseph and others - Organizational Behavior and Administration
Homewood, Illinois, Irwin, 1961

Maier, Norman - Principles of Human Relations New York, Wiley, 1952

Maier, Norman; Solem, Allen; and Maier, Ayesha - Supervisory and Executive Development
New York, Wiley, 1957

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McNair, Malcom - The Case Method at the Harvard Business School, New York, McGraw-Hill, 1954

Pigors, Paul, and Pigors, Faith - Case Method and Human Relations; The Incident Process
New York, McGraw-Hill, 1961

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L.T. GENERAL JOSEPH F. CARROLL

Director of the Defense Intelligence Agency, General Carroll was born in 1910 and educated at St. Mary's College and Loyola University. He was admitted to the Illinois Bar in 1940 and served with the FBI until 1948. He was called to active service with the Air Force in 1948 and served in several security and legal positions, including that of Inspector General of the U.S. Air Force from 1960 to 1961. General Carroll became Director of the DIA in October 1961.

ALLEN W. DULLES

Director of Central Intelligence from 1953 to 1961, Mr. Dulles was born in 1893 and educated at Princeton and George Washington universities. He entered the U.S. Diplomatic Service in 1916 and served at posts in Europe and the Near East. In 1916 he resigned to take up law practice with Sullivan and Cromwell, New York. Mr. Dulles was Chief of the OSS mission in Switzerland during World War II and became Deputy Director of Central Intelligence in 1951. His most recent book, The Craft of Intelligence, is being published this fall by Harper and Row.

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MR. JOHN W. MACY, JR.

Chairman of the U.S. Civil Service Commission, Mr. Macy was born in 1917 and educated at Wesleyan University. He served as a captain in the U. S. Army Air Force during World War II and has held positions with the War Department and the AEC dealing with personnel matters. Mr. Macy was Executive Director of the Civil Service Commission from 1953 to 1958 and was named Chairman in 1961.

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DR. CARROLL L. SHARTLE

Chief of the Psychology and Social Sciences Division, Office of the Director of Defense Research and Engineering, Dr. Shartle was born in 1903 and educated at Iowa State Teachers College, Columbia and Ohio State universities, Michigan State College, and George Washington University. Since 1935 Dr. Shartle has served in many government positions dealing with psychology and personnel matters. He is a member of several professional societies and has written books on occupational counseling. Dr. Shartle was named to his present position in 1961.

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